

CITY OF HOUSTON
EMPLOYEE ASSISTANCE PROGRAM
(713) 866-4242 FAX (713) 866-4129

If work performance/behavioral standards deteriorate in a previously acceptable employee, and usual supervisory techniques fail to get results, consider the use of the EAP to help find solutions. Call any time, but these questions can help you decide when.

SUPERVISORY WORKSHEET

Employee	Dept/Division	Date
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A. Have you observed continued instances or patterns of performance problems or deterioration in any of the following areas? Check those that apply.

<p>1. QUANTITY/QUALITY OF WORK ____ Gradual reduction in quantity/quality ____ Inconsistent</p> <p>2. ATTENDANCE AND PUNCTUALITY ____ Frequent unscheduled absences (Number in last 12 months____) ____ Frequent complaints of vague illness/symptoms ____ Frequently leaves early or returns late from lunch (Number per week/month____) ____ Frequent unexplained disappearances from job (Number per day/week/month____)</p> <p>3. JUDGMENT ____ Inconsistent ____ Frequent errors on routine matters</p> <p>4. INITIATIVE ____ Not willing to change work responsibilities ____ Needs constant supervision</p> <p>5. RESOURCE UTILIZATION ____ Overly dependent on others ____ Unable to identify appropriate resources</p> <p>6. DEPENDABILITY ____ Fails to meet schedules ____ Makes unreliable/untrue statements</p> <p>7. ANALYTICAL ABILITY ____ Details often neglected ____ Increased number of poor decisions</p>	<p>8. JOB RELATED KNOWLEDGE ____ Reduced awareness of what is going on ____ Unable to keep current ____ Forgetful</p> <p>9. ABILITY TO COMMUNICATE ____ Argumentative ____ Less communicative than in the past ____ Unclear/imprecise written communication</p> <p>10. INTERPERSONAL SKILLS ____ Deliberately avoids colleagues/supervisor ____ Complains more than usual ____ Unusually sensitive to advice or criticism ____ Overly critical of others ____ More frequent isolation</p> <p>11. SAFETY CONSCIOUSNESS ____ Higher than average on-job accidents ____ Takes needless risks ____ Disregards safety of others ____ Not paying attention to risks</p> <p>12. OTHER BEHAVIORAL PROBLEMS ____ Inappropriate personal appearance ____ Loss of interest/enthusiasm for job ____ Extreme mood swings ____ Inappropriate behavior—specify _____</p>
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B. Regarding the checked responses in items 1 – 12,
____ Does any documentation support your observations?
____ Have your concerns regarding performance or behavior been communicated in some form to the employee?
____ Has his/her work performance or behavior continued to deteriorate? Over what period of time?_____

If the total number of checks under section A is excessive in your judgment, please contact the EAP at the above number for consultation. A copy of this form can be faxed or forwarded in a confidential envelope to the EAP for all routine supervisory referrals.

Supervisor	Phone
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